

THE PUBLIC RELATIONS JOURNAL



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CAN BUSINESS AFFORD TO NEGLECT PUBLIC EDUCATION?

By ROBERT ARCHER SMITH

PUBLIC RELATIONS ASPECTS OF LABOR DISPUTES

By DALTON E. McFARLAND

**VOLUME 5
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TABLE OF CONTENTS

| | |
|---|----|
| CAN BUSINESS AFFORD TO NEGLECT PUBLIC EDUCATION? | 1 |
| <i>By Robert Archer Smith</i> | |
| PUBLIC RELATIONS ASPECTS OF LABOR DISPUTES | 8 |
| <i>By Dalton E. McFarland</i> | |
| INDUSTRY'S NEW RESPONSIBILITY | 11 |
| <i>By Walter H. Wheeler, Jr.</i> | |
| PRSA SECOND ANNUAL MEETING | 16 |
| FUND RAISING IN THE COMMUNITY | 22 |
| <i>By Ernest H. Edinger</i> | |
| DR. LIVINGSTON, I PRESUME! | 26 |
| <i>(Reprint from London Economist)</i> | |
| THE WEATHERVANE | 27 |
| BOOK REVIEWS | 29 |
| WELCOME TO NEW MEMBERS | 33 |
| POSTINGS | 34 |
| PRSA STANDING AND SPECIAL COMMITTEES | 38 |
| LETTERS TO THE EDITOR | 36 |
| STATEMENT OF OWNERSHIP | 40 |

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CAN BUSINESS AFFORD TO NEGLECT PUBLIC EDUCATION?

By ROBERT ARCHER SMITH
Seattle, Washington

AMERICAN BUSINESS and industry are being seriously handicapped as a result of the failures of public education. Employers are appalled at the lack of preparation of school graduates. Business management is urgently in need of personnel prepared to tackle the problems that are eating at the foundations of private enterprise.

The nation has been reluctant to assume the cost of adequate public education. Yet we are spending many times this amount to meet demands that frequently would not have arisen except for the weaknesses of education. Subsistence-level schools are far from being wise economy. Here are facts which show that they are retarding the supply of

capable employees, increasing the costs of government, and even jeopardizing the future of the American way of life.

How Do Inadequate Schools Affect American Business?

First, there is a shortage of young people properly trained for positions in business and industry. According to Roger Babson, surveys taken throughout the nation indicate that management is dissatisfied with the training eighty out of one hundred of its recruits get from schools and colleges. Some concerns are finding the supply of properly trained graduates alarmingly low.

Hardest hit are the firms employing highly trained scientists. They are offering special inducements to attract promising students to the field. One concern has gone a step further in its attempt to bolster the lagging supply of properly trained personnel. It conducts a school for east coast high school science teachers, offering an introduction to present-day scientific marvels.

Secondly, skyrocketing costs of gov-

Drawing upon his experiences as a high school teacher and personal contacts with business leaders and educators throughout the country, Robert Archer Smith suggests a program of action. It concludes two years of research and planning; presents facts to illustrate how business is handicapped and harmed by neglecting the schools; and proposes a course which if followed by business management may alleviate the educational crisis.

ernment are placing a terrific burden upon private business. There are many examples to show how failure to provide funds for adequate education results in the spending of larger and larger sums for other public needs — welfare and unemployment benefits, crime prevention, etc. A dramatic illustration, however, is found in the matter of flood control.

Educate to Utilize

We are warned that a great part of the enormous expenditures now being made for flood control may be written off as a dead loss in future years unless we curb erosion in the watersheds where floods are born. Dams and dykes will not solve the problem even though we continue to build them higher and often. One and one-half billion dollars had been appropriated for this purpose by the U. S. Army Corps of Engineers prior to April 1, 1948. Further billions have been voted by Congress. However, experts tell us it is a losing battle, because there is a general lack of public understanding, especially in cities, of the grave situation and of the means for dealing with it. All the necessary knowledge is available for the correction of erosion and rapid run-off in the forests, pastures and croplands. But education is needed to bring these practices into utilization by the population of our nation.

In his widely discussed book, *Our Plundered Planet*, Fairfield Osborn sums it up with this challenging statement: "No real solution can be found until there is a complete revolution in man's point of view toward the earth's resources and toward the methods he employs in drawing upon them."

Third, powerful forces today are threatening the very future of private enterprise. A glance at the list of magazine articles on "Business" that appeared

since the war will reveal an overwhelming number filled with doubts and fears for the future. Why is there this uneasy outlook? Can it be traced to shortcomings of education?

To begin with, education is failing to provide experts prepared to tackle the economic problems faced by business management. The business cycle, for example, is a distressing business enigma. Many executives in business and industry are looking upon the business cycle as a phenomenon beyond the control of man. These are "Boom Days for Economic Prophets," says an article that appeared in *The New York Times Magazine*. Outlining the apparently inexorable fluctuations of man's affairs, a book entitled, *Cycles, the Science of Prediction*, published in 1947, has gone through five printings.

Another View

On the other hand, there are those who believe that we can eliminate the cycle and other problems of our economy through intelligent action. This small group includes such authorities as Paul G. Hoffman, Economic Cooperation Administrator, and the members of the National Bureau of Economic Research. In the May, 1947, *Rotarian*, Mr. Hoffman, then Chairman of the Committee for Economic Development, stated: "If there is any single thought I should like to get across . . . it is this: Booms and busts stem from the activities of men. They are not caused by any divine ordinance. And since they are, broadly speaking, made by men, they can at the very least be moderated by men."

Next, businessmen are apprehensive of increased government controls that are resulting through their failure to regulate their own course.

There is a general public feeling that government regulation of business is necessary, according to Elmo Roper.

even though Americans almost unanimously favor private enterprise.

It is a truism that thorough and adequate education of the citizens is the alternative to inevitable control by the state. The elements of a nation's population must control their economic and social affairs through their own intelligent action or the government will. This involves regulation of capital, prices, distribution, crops, labor and of natural resources.

Finally, management is apprehensive of the threatening spread of Communism and other forms of socialism. This anxiety is demonstrated each time an announcer reminds his radio audience of the virtues of the "American Way." Yet spot announcements alone are flimsy security.

Educational Casualties

In considering the vulnerability of our nation, crippled schools have two grim implications. Military preparedness is assuming top priority in the nation today. However, the fabric of a well-knit defense is perilously weak without well-educated manpower. World War II draft statistics show that more than one in every ten young men were rejected because of educational deficiencies. Add to this total an equal number of young women, and it is evident that in the event of total mobilization, which we are told we must anticipate in future national emergencies, we would have at the outset over 1,300,000 casualties.

Past experience has demonstrated vividly that propaganda is a weapon more to be feared than bombs. But we have eighteen million Americans of voting age whose schooling has not gone beyond the sixth grade. Could this group which includes ten million illiterates be expected to meet with reason the onslaught of clever demagogues and malicious malcontents? We may well be con-

cerned that some other ideology might suddenly sweep our own heritages aside.

"For let us remember," says James B. Conant, President of Harvard University, "that our vast system of public schools is both the embodiment of the unique features of our idealism and the vehicle for the transmission of our idea of a free democracy to subsequent generations. Surely, it is of prime importance that this instrument of democracy be strengthened as never before in these grim days of a divided world."

Voting Public Fickle and Impressionable

Startling evidence that the voting public is fickle and highly impressionable was given in the last election. Citizens in Pacific Coast states voted themselves social security measures that threaten to bankrupt them. In the case of Oregon, financial catastrophe would certainly have resulted had not the plan been declared unconstitutional.

General Dwight D. Eisenhower in proposing a brain trust of college professors to solve our national problems recently declared: "Take any national problem — economics, labor, Marshall Plan aid, and others. If we have an opinion about them most of us will admit it is an opinion formed out of prejudice." This is clearly an indictment of our educational system.

To secure the future of American business we need a well-educated electorate. Citizens who will not easily be swayed by exponents of another ideology. We need concerted action through capable, well-trained leadership.

These, then, are the foremost problems of business management that could be alleviated through adequate public education: (1) Lack of properly trained employee recruits, (2) Increased costs of government, (3) Anxiety for the future security of the "American Way."

Why Are the Schools Failing?

Many specific reasons have been listed to account for the failure of education to meet our present-day needs. Nevertheless, they all trace back to the *lack of public support — moral as well as financial*. Our schools have grown emaciated for lack of money. But they have starved for lack of public confidence.

In a recent issue of *Kiplinger Magazine* this indictment of the public appeared:

"The reason we have wretched schools is that we are not willing to pay for better schools . . . We do not crave excellent schools as much as we say we crave them . . . The American people have never fully assessed the importance of education in a democracy."

In America we are spending a scant two per cent of our national income on the schools. Russia, however, allot eight per cent. Employers anxious for competent scientific help may be interested in the report of Edgar Snow in *The Pattern of Soviet Power*, that Russia has spent over a billion dollars in three years on her Labor Reserve Schools. During the war more than two million young technicians were trained by this system.

When Russia shocked the world with the announcement that she had developed the atomic bomb, scientists told us that it was a year or two "ahead of schedule." Are we allowing Russia to overtake us in other matters as well?

Wanted: Ten Billion Dollars

What can be done to develop urgently needed leaders when we are herding our children through "educational" sweatshops in two and three shifts a day? Educators agree that pupils need individual attention to develop their full abilities. Instead, the post-war upswing in school population has so crowded classrooms that only shotgun methods

are feasible. To house an anticipated seven million new students during the next decade, the United States Office of Education has estimated a minimum of ten billion dollars will be needed.

The above estimate does not include increased allotments for replacing and modernizing out-moded equipment and books. It does not take into account funds for salaries that would allow the schools to compete with government and industry on even terms for the best of our college graduates. These pressing needs also must be met if the schools are to be made adequate for their job. Latest authoritative figures compiled by the Council on State Government and published in the spring of 1949 show that in more than two-thirds of the nation students are attending schools where per capital expenditures are below \$200. This figure is the absolute minimum acceptable to the United States Office of Education and the National Education Association as adequate to meet today's educational needs.

Wanted: One Million Teachers

More school buildings and money will not erase the educational blot on our nation's threshold, however. Just at this time when education should be virile and far-seeing we have allowed our schools to be staffed by "greyheads" out of previous generations. Since the beginning of the war the average age of teachers has risen almost ten years in even the most fortunate areas. Faced with an acute teacher shortage, superintendents have been forced to call back individuals who have not taught for a decade or more.

Figures of the NEA National Commission on Teacher Education indicate that this fall there is about one certified elementary teacher for every ten needed. The New Jersey Educational Association reports they need *one* additional

teacher for every five they have. Yet New Jersey spends more per pupil on her schools than any other state. Unless this situation is altered we will fall 900,000 short of the one million new teachers needed in the next ten years!

Wanted: Educational Research

Why are the schools unable to successfully meet the challenge of post-war dilemmas? The regretful fact is that education has always lagged far behind the advance of science and culture. Since the dropping of bombs on Pearl Harbor, however, our technology has sped forward, spurred by a multi-billion dollar research program of government and business. Education has been left far in the wake, floundering in the doldrums. We cannot blame teachers and educators alone for this lack of progress.

Many teachers are seriously concerned that the schools are not doing an adequate job. The spirit expressed in Horace Mann's famous remark, "Be ashamed to die until you have achieved some victory for humanity," has been characteristic of many persons who become teachers. In the classroom, however, they have learned by dismal experience that to espouse the *status quo* is more profitable than to seek the advancement of society in honest and realistic teaching. They have found it best to leave the real problems of the local and world community unmentioned. Many of those who were best qualified have left the profession rather than prostitute their own ideals of honest teaching — or face an annual springtime job-hunt.

This sifting-out process has accomplished a sort of "selective breeding" of the "species" that now comprises the teaching profession. It has brought about the practical elimination of many of the personal characteristics necessary for the advancement of education. An enlightening survey was recently con-

ducted by Paul Grim and Vernon Anderson. They asked a number of secondary school authorities: "What barriers or blocks prevent the solution of the problems which high schools must solve today?" Characteristic of the replies were:

"Too many educators are scared rabbits without much imagination and without pride in our profession."

"An almost complete lack of initiative, leadership, and resourcefulness on the part of the immediate leaders of secondary education in the community."

Yet if education proceeds no further in the next twenty-five years than in the last, the cost to our nation, both economic and social, will undoubtedly be heavy and perhaps disastrous.

The crippling effects of meager public support for education may be summarized as: (1) inadequate facilities and equipment, (2) a dearth of capable teachers, (3) failure to advance at the same rate as science.

What Has Been Done for Education?

Are men in business and industry doing everything possible to correct conditions in the nation's schools that Oscar Ewing, Federal Security Administrator, has termed, "probably the worst in history"?

Let's look at the record. In 1947 the Advertising Council announced: "American businessmen agree on the necessity for improving our schools." The Council then began a nationwide campaign. Using every type of advertising medium they told Americans, "Our Teachers Mold Our Nation's Future." Many leading industrialists and businessmen emphasized the need for better schools and the benefits to be derived from high standards of education. All the top-ranking magazines carried at least one article pleading for increased public support for the schools.

But after about a year the Council's educational campaign funds were exhausted. The nation lapsed into apathy. Just when public support was needed most, it was lacking. From Maine to California school forces suffered damaging defeats in their legislative programs.

Today businessmen of the nation are again providing valuable aid in publicizing education's needs. The Advertising Council has revived its campaign to improve public attitude toward the schools. Is this program succeeding?

As a result of the recent deluge of publicity an impressive proportion of the nation's population realizes the dire needs of the schools. In the state of Washington, sixty per cent of the citizens feel too little money is being spent on public schools. This estimate was made by the Washington Public Opinion Laboratory operated by the University of Washington and Washington State College. Yet numerous instances throughout the state indicate a disheartening reluctance to dig down when school funds are requested.

Nationally the situation is much the same. More than four out of every ten Americans expressed the opinion that the nation's educational plants and equipment are inadequate, in a survey by the American Institute of Public Opinion as reported on July 18.

Immediate Action Called For

Obviously there is need for more than publicity if the needs of the schools are to be met. Much valuable time has already been lost. Another year will go by before the problem can be reconsidered by most state legislatures. No matter what is done now to attract young people to the teaching profession, nothing can save a generation of America's children from the devastating effects of miserably inadequate schooling.

Not long ago, President Truman

termed education "the most important task before us." It is a task that demands vigorous and substantial emergency action. What can businessmen do to hasten the correction of inadequacies in public education?

Three Point Program for Business

1. Establish educational research laboratories for the study and advancement of education.

Industry has found that scientific and technical research pays big dividends, even though it may be performed with little direction. Much of it is a gamble. But it pays off. The Chamber of Commerce of the United States has proved that a country's economic prosperity — its wealth and its buying power — rises along with its level of education. Based upon this fact alone, research for the advancement of education would be a profitable investment. Further evidence of its value, however, is the ultimate dependency of industry upon the public schools for their research talent. With the future security of American Democracy at stake educational research should certainly be a worthwhile gamble.

What sort of research tasks need to be performed?

- A) Determine the dollars-and-cents value to specific businesses or concerns of money spent on education. One approach would be to correlate retail sales figures throughout the country with education standards or levels.
- B) Determine the extent to which adequate education lowers the cost of government through reducing crime, delinquency, illness, insanity, unemployment, accidents, social welfare expenses, losses through waste of natural resources, etc.
- C) Research and experimentation to bring education abreast of the times. Those who attended service schools

during the last war know their inexorable effectiveness. Many valuable contributions to education were the result of those wartime experiments away from the restricting influences affecting the public schools. Education could be stimulated immeasurably through research privately supported and conducted.

D) Research to increase the effectiveness of educational materials and services now being supplied the schools by business concerns.

Where Are Our Educators?

Could a firm find personnel to undertake such a program of educational research? Yes. Thousands of our best teachers and educators are not in any school or educational activity today. As was suggested earlier, they have grown disgusted with the lethargy and traditionalism within the schools. There are many who are eager to make a contribution to the progress of education.

2. *Provide endowments to states, counties or school districts for the construction of new public school buildings.*

School building programs in many localities have already placed an almost unbearable financial burden upon immediate residents. Yet school housing is still unable to keep up with the surge of children. A program of financial endowments to provide matching funds or assume the total cost of public school construction in these areas would greatly moderate the crisis. Money so expended, up to fifteen per cent of gross income, would be deductible from corporate income tax returns. Such endowed schools would be the greatest monument to private enterprise the world has ever known. Furthermore, they would provide immediate, concrete evidence to the Ameri-

can people that business is vitally interested in finding solutions to community problems.

To handle smaller contributions for the same purpose, it would be well to establish a National School Building Foundation.

3. *Provide leadership and initiative, nationally, and locally, in attacking the problems of education.*

Business management is accustomed to tackling huge problems and dispatching them quickly and efficiently. Educators are not. Many people are disturbed that so little is being done to counter the educational crisis. In this grave national predicament there lies an unprecedented opportunity for business to win the friendship and confidence of the community. There is a compelling need for businessmen to carry the program of the Advertising Council right through to successful community action.

So Little Time

Federal aid has been proposed by educational forces. Organized business has opposed it on the same grounds as it opposed unemployment insurance in the past. It has said that school support is a responsibility that should be assumed by the local community.

If we are to side-step the use of federal funds for this purpose, however, a concrete plan must be forthcoming. It must be a plan that will positively correct the educational inequalities that inspired the request for federal money. It must insure, as never before, the support of public education on a level entirely consistent with our ideas of a democratic society. It must be a plan that will be effective in the very near future. There is so little time.

Public Relations Aspects of Labor Disputes

By DALTON E. MFARLAND

Assistant Professor of Personnel Relations, Michigan College of Mining and Technology

THE ROLE OF PUBLIC RELATIONS in labor-management problems has been considered chiefly by writers on public relations. The literature of industrial relations is so silent on the question that personnel management textbooks do little more than acknowledge that it is essential to have good public relations. Yet without the use of appropriate public relations techniques, the most ambitious personnel program can only be inert.

No matter how the two activities are related to each other in the over-all organizational structure, the close functional relationship between personnel and public relations is crucial. The two fields merge in their impact on employees — from the highest level of policy formation right down to the scene of action between the employee and his foreman.

A company speaks to its employees directly through its personnel department, and indirectly through public relations media addressed to its customers and the community. An organization can succeed in its purpose only when orders, policies, directives, rules and items of information are effectively communicated. Because of their skill in publicity, graphic arts and human relations, and because of their ability to interpret the effects of policies adopted, competent public relations directors can vitalize both the direct and indirect avenues of communication.

Nowhere is the importance of public relations more striking than in a dispute between management and labor. More

and more in recent years the disputing groups have learned through first-hand experience that it helps to have the public on one's own side. And in fighting for their own interests each group has sought to convey the impression that it alone has the interests of the private citizen at heart.

The entire history of labor's struggle for power — of management's resistance to that struggle — is underscored by an intensive use of public relations techniques. According to John R. Commons it was many years before labor was even recognized as part of "the public." Under systems of slave labor workers could only be regarded as consumers. Protective tariffs and restrictions on immigration bestowed protection on labor as an economic group. Early in the nineteenth century workers gained the right of suffrage.

The struggle which culminated in legislation so favorable to the growth and strength of labor unions was characterized by a fierce battle in the courts to establish the right to use such devices as picketing and boycotting in bringing pressure to bear against management. Unions defended these methods on constitutional grounds of freedom of speech, while the courts limited their use by applying the restraint of trade doctrine of the anti-trust laws and by preventing their fraudulent, dishonest and violent use.

With many of these legal issues settled favorably towards labor, it has reached a condition which Arthur Krock, in his column in *The New York Times*,

has aptly termed "the superior articulation of the left." Pointing out that before the New Deal the "moderate" viewpoint in political philosophy had more talented publicists for a greater number of years in American history than the spokesmen of radical change, Mr. Krock illustrates his thesis that this situation has been reversed, with the following comments:

"After the unions acquired a social-economic monopoly in this country through their democratic "New Deal" alliance at the polls, a monopoly that was insured by the Wagner Act, they continued for a while to rely on their political power, including tough lobbying, to maintain their dominance. But when public opinion began to turn against them, the unions began systematically to staff themselves with highly articulate young men from the universities, who in recent years have seemed to prefer the ideas of the left by as large a majority as their counterparts of earlier generations favored the moderate or conservative way of thought."¹

Management's Counterpart

The increasing skill of labor unions in putting across their point of view has its counterpart in management. The historic opposition by management to the National Labor Relations Act is too well known to require elaboration here, but the following statement, which appeared at the peak of this opposition, will indicate the prevailing feeling:

"Now, more than ever before, strikes are being won or lost in the newspapers and over the radio. The swing of public opinion has always been a major factor in labor disputes, but with the settlement of strikes being thrown more and more into the laps of public officials, the question of public opinion becomes of greater importance. For it is public opinion — what the voters think — that moves those

elected to action along one course or another."²

Restrictions Imposed by NLRB

Management's right to express itself was greatly curtailed by the way in which the National Labor Relations Board construed the unfair labor practice provisions of the National Labor Relations Act in its early years. Management had to maintain a strictly neutral attitude toward labor in all of its instruments of communication: letters, bulletin boards, speeches, posters, advertisements, and even the expressions of its foremen! The slightest statement implying an unfavorable opinion of organized labor would quickly be construed as "interfering with, coercing or restraining" labor in its right to choose its own representatives and bargain collectively.

Although the Board became increasingly tolerant in the expressions of management on labor matters, the Taft-Hartley Act settled the matter by providing that "the expressing of any views, argument, or opinion, or the dissemination thereof, whether in written, printed, graphic or visual form, shall not constitute or be evidence of an unfair labor practice under any of the provisions of this Act, if such expression contains no threat of reprisal or force or promise of benefit."

Although both parties, within limits, are now free under the law to conduct their battles publicly, there has been no scholarly corroboration of the wisdom of doing so.

There is little conclusive evidence that public relations techniques contribute substantially to harmonious labor relations, although many companies apparently believe them effective.

1. See Mr. Krock's column in *The New York Times* of July 14, 1949, and again on July 19 for an elaboration of his theme.

2. Senate Report No. 6, Part 6, 76th Congress, First Session, 1939, *Labor Policies of Employers Associations, National Association of Manufacturers*.

One large company, the principle employer in its labor market, waged what it considered a successful campaign in the public press to forestall a strike. A factor favoring this result was its long-run program of community relations (the community being composed largely of its employees) upon which it built its emergency program when the strike became imminent.

A rather curious philosophy was highlighted by the series of advertisements which this company used. The series was based on the company's certainty that if the facts were known to the workers, they would not fail to make wise decisions. This emphasis on facts is interesting as well as characteristic of this basic approach, for it is usually not facts which convince, but convincing interpretations of facts. It may be psychologically acceptable to count on facts, yet there are times when nothing is so annoying and upsetting as a fact which does not harmonize with our feelings.

The atmosphere surrounding a strike situation is predominantly emotional. Under these circumstances, would facts be used to drive a wedge between workers and their union?

Efforts to enlist public sympathy on the side of management have been termed propaganda even by public relations authorities.³ Discussing the use of advertising for this purpose, Lee Graves

stated in *Printers' Ink* that an attack by management on a union helps to unify it because it deepens its determination and antagonism. And further, "ads showing 'why the company is right and the union is wrong' strengthen the union because of man's natural aversion to admitting he's in the wrong . . . Moreover, the resentment aroused by heated argument during a strike doesn't fade out completely at the strike's end."⁴

An excellent expression of this point of view has been provided by James C. Worth, an executive of Sears, Roebuck and Company:

"Employees' attitudes can't be influenced effectively by direct frontal attack. We (Sears, Roebuck) have not considered it worth our while to explain 'management's point of view' to our employees, nor to educate them on the 'facts of life,' nor to sell them on the virtues of the free enterprise system. Frankly we are skeptical of the utility of such an approach and strongly suspect that it creates more antagonism and distrust than it wins converts . . . Attitudes are largely a product of experience. If the worker's experience on the job causes him to dislike and mistrust management, no amount of 'education' will change his feeling."⁵

Thus we return to our original proposition that maximum effectiveness of employee relationships depends upon the coordination and cooperation of the personnel and public relations functions. Neither can succeed alone.

3. Wright, J. Handly, and Christian, Byron H., *Public Relations in Management*, McGraw Hill Book Company, N. Y. 1949, p. 100.

4. *Ibid*, p. 100.

5. *Ibid*, p. 104

"You cannot run away from a weakness; you must some time fight it out or perish; and if that be so, why not now, and where you stand?"

—ROBERT LOUIS STEVENSON
The Amateur Emigrant

INDUSTRY'S NEW RESPONSIBILITY

By WALTER H. WHEELER, Jr.
President, Pitney-Bowes, Inc., Stamford, Connecticut

WITH DUE REGARD for what I learned, or should have learned, at college, it was my duties some twenty-five years later, as regional director of the War Production Board, that gave me a liberal education in one of the greatest issues of our time: the scope and limitations of government.

Under temporary business leadership government did do a surprisingly good job of managing our economy during wartime, as measured by end results. As viewed internally, however, it involved great and inescapable inefficiencies and mistakes — due to the sheer magnitude of the job. Even with the help of wartime patriotism, the personal liberties we were compelled to encroach upon led to such political pressures as to clearly indicate that no democratic government could survive even a modicum of them in peacetime. And the best results, I noted, were always obtained for us by the private individuals who freely and understandingly co-operated within the framework of private organizations, both labor and business.

Government's limitations were not new to me when I took up my government job, any more than they are to the

majority of you. But until I experienced them I had no way of really knowing just how great they were.

There can be no question that we businessmen are right in fearing the rapid trend toward the super-state. But I do think we have got to be a whole lot more objective in our thinking if we are to avoid going in the direction which most of the rest of the world has taken.

First, we have got to understand what inevitably brings "statism" about, and be sure we don't make the same mistakes here. We must realize the end result of Czarist Russia could hardly have been any different than it has been. Much the same situation applies to other countries of Eastern Europe, where blind and decadent leadership had long let the mass of people stagnate in poverty and insecurity. True, our dynamic economy has always seemed immune to any such revolutionary danger. But a real understanding of what has taken place in Eastern Europe will not only give us some tolerance in dealing with other peoples but will point up some highly significant factors for us.

We should realize, too, that the rapid trend to the left in Western Europe and in England has by no means been just the result of two world wars, nor has it been because of the generic characteristics of the peoples involved. It is basically the result of capitalistic systems which were not sufficiently democratic and competitive. It is the result of the failure of the leaders of capitalism in Europe to realize that, in seeking security for themselves — by combines, cartels and other restrictive devices — they enervated their systems to the point

EDITOR'S NOTE: You may squirm when you attempt to answer some of the questions posed by Walter Wheeler, Jr. in "Industry's New Responsibility" but some soul-searching is called for if management and its public relations advisors are to meet the challenge of today and tomorrow. This article by Mr. Wheeler was first presented on September 28, 1949 before the Boston Rotary Club and reveals an attitude of management that made of the author the subject of the first chapter in Funk and Wagnall's new book, "Management Men and Their Methods."

where they no longer provided ever-increasing production, rising standards of living, and new opportunities for the people they served.

And certainly the industrial leaders of Europe had no concept of any social responsibility comparable to that which is just beginning to show itself in this country today. Business leaders of the old world, in seeking to preserve themselves by leaning on government, and even by supporting the concept of a welfare state in order to ward off communism, actually signed their own death warrant.

Further Failures

They failed in many other respects too — in humanizing their relations with employees, in educating the public on the economic facts of life, and most of all, in identifying themselves with the good things of life by trying to provide privately and voluntarily, as fast as the growth of industry would permit, the benefits and securities every human being so urgently wants.

It seems to me that we greatly underestimate the appeals of socialism and the welfare state. Put yourself in the shoes of an average American worker, or even in the place of his white-collar counterpart — the clerk, the teacher, the bookkeeper. And ask yourself how these things would look to *you*: complete medical protection, adequate pensions upon retirement, broader educational opportunities through federal aid, guaranteed annual wage, full employment, etc. "If all these good things are really socialism," the worker may well be saying, "then obviously a socialist is the thing for me to be." It's easy to see that these things, individually, are tremendously appealing. We may complain that they reflect a weakening of the American fibre, but they *are* appealing.

Their counterparts appeal to us as

businessmen, too. It is human to want security, and it is right to have it — as fast as we can earn it. And we have reached the point, in this country at least, where we have earned for our people — if we manage properly — security from such things as mass unemployment, destitution in old age, inadequate medical care, and other fringe protections.

The floor of security has risen constantly since the dawn of civilization. Even the reactionary who rants the most about the "good old days" would be flabbergasted if he had to face the rugged life of his forefathers. Security will continue to increase. The trend only becomes threatening when the ceiling of opportunity fails to rise as fast as the floor of security. When that occurs, our energy really does become stifled.

What happened to the fifteen million unemployed whom so many used to say really didn't want to work? When jobs were really open, they took them and regenerated themselves. We must not be blinded by the few drones in all walks of life. We must not act and talk as if all effort by workers to gain security, except by stringent self-denial and saving, is wrong. — while at the same time we do everything in our power, by skillful advertising and salesmanship to get them to spend every last dollar and more.

The Best Is Not Without Change

In pondering on this and all our other current day issues, we should remember the advice of that great conservative, Edmund Burke, that the "state without the means of change is without the means of its conservation." The true conservative realizes that the best in the past was not static; it was moving. Our problem is to see that we keep on moving ahead in our time, in an orderly manner, as fast as we can go, without

recklessness. Civilization as it progresses must bring to more people the good things of life — not just in the material standard of living, but in more equality of opportunity, more basic security, and more individual satisfaction and recognition.

Our problem is to bring these things about within the framework of democracy and freedom — to provide them to the maximum under our free enterprise system, relying on government to the minimum.

I will readily admit we cannot provide, in any manner, all the security and other benefits the mass of our people want, as fast as they appear to want them, and are told they can have them by agitators and radicals. I will admit, too, that there is a tremendous amount of educating on the economic facts of life that we have to do with our employees and with the public. And I will admit there are far too many union and government politicians who respond too readily to the unthinking demands of the public, rousing envy and hatred for their own ends. But I am confident that with real leadership we can overcome these obstacles.

Reassess Leadership Approach

We have come a long way in business and industrial leadership since a generation ago. If we had not, our system and way of life wouldn't have survived today. But our approach still needs to be reassessed and brought into line with our business concepts.

When sales research shows that the public wants a new feature on a product, what do we do? Do we begin looking for excuses not to provide it? Do we say, it's too costly, the public can't afford it, and therefore shouldn't have it? Do we then enlarge our advertising budgets in order to tell the public, like a Dutch uncle, that the new feature it

wants is impractical, costs too much, and it had better forget about the whole thing; that the product, as it stands, is the best the world has known, and the public is lucky to have it; that, as a matter of fact, we would all be better off if we cut out some of the popular features it now has, and returned to the "good old product" of twenty years ago? How much stock would you like to own in a company with that sales philosophy?

Yet, don't we react just this way when the public shows its desire, its "buying preference," for new things in the social and economic markets?

Sales Philosophy Receptive to Change

We have always prided ourselves on being a sales-minded nation. And, so far as sales are concerned, the great majority of business and industrial leaders have been progressives and even radicals — that is, throughout history, they have been receptive to change; more than that, they have been crusaders for change. In sales, when the public demands a new convenience, we see that it gets it. And most of the time we anticipate the demand, and even create one where none existed. If such conveniences are impractical — well, we find that all the more reason why they should be produced. "The difficult we do at once; the impossible takes a little longer." That's typical American humor — humor that reflects a state of mind we are proud of. In sales we act on the premise that we are going to lick the problem, and eventually we do it. And we do it not from any sense of altruism, but because we know if we don't, someone else will, and the market will be theirs, not ours!

Isn't it time we in business and industry looked at the goals of socialism with a sales manager's eye, to see how nearly we can meet them in private enterprise? Isn't it time we attack the problems of

the social and economic needs of our people with the same optimism, enthusiasm and determination that we give to solving our sales problems? Isn't it time we begin anticipating social and economic reforms, as well as the spiritual needs of man, instead of acquiescing, step by step, in bitter frustration, to government?

Act Positively

This does not mean that we should expect or even try to meet all these needs overnight. But we should stop talking negatively to the public in dogmatic theory. We should begin talking and acting positively in our stores, plants, and communities to show we at least are trying to give the public some of the things it wants and needs. And if we can't give them these things, we should present alternatives, and sound reasons why we can't.

Let me give you simple example of the sort of thing I have in mind. The doctors of the nation are facing a real battle today. They are finding that many more people than they supposed are ready to go along with the government's proposal for national health insurance. Quite naturally, they oppose the proposal. They argue it is a step towards socialism, and they are right, of course. They argue that standards of medical and hospital care will deteriorate rapidly if the government assumes control. And there is strong evidence to back them up. But will they win their battle with persuasive logic, with talk about socialism, with leaflets and broadsides in their waiting rooms? I doubt it.

Suppose, however, that they spent an equal amount of effort and money in a positive way, through their local medical societies at the community level, to wage intensive campaigns to get every eligible citizen signed up with Blue Cross, or some other voluntary insurance group.

Suppose they underwrote fact-finding committees to see how voluntary insurance might be made to give more protection against the sudden illness which wipes out savings and piles up debt; to find ways to bring medical care to marginal regions that need it. And suppose, too, that we in business backed them up by supplying more adequate funds for our hospitals, our Community Chests, and other private social services. The demand for government action would lessen, and the ultimate victory would be a great one for the cause we all believe in.

As another example take pensions. I know very little about the steel industry, and I certainly do not attempt to judge all the issues in that case. But I can't avoid the feeling that if more steel industry managements had initiated adequate pensions several years ago, they would be in a much more favorable public position today.

The argument may be made that any additional benefits a company can afford to give must be held back for trading at the bargaining table; that it is an impossible task to keep pace with all union demands in any case, and the only sound philosophy is to hold back as much as possible. To my mind, such an attitude is an abdication of leadership, and a resignation to a philosophy of permanent and unalterable conflict — which the experience of hundreds of successful companies in this country denies.

The Business Cycle

Along another avenue, it must be obvious to any thinking person that the greatest threat to the continuation of free enterprise and our free way of life is the business cycle, and the mass unemployment its depressions bring. What can we do to stabilize it? This is the big question that has been lurking in

the backs of our minds since the 'Thirties. We have never really hauled it out in the harsh light and looked at it to see what we as businessmen could do about it.

Of course, we in business are not wholly responsible. But there is little use storming about what political and union leaders should do about it unless we accept our share of responsibility and act ourselves. If we have a bust, whether we like it or not, we and the free enterprise system are going to be held responsible — not the labor leader and the politician. And we, at least, can influence what we as businessmen do and say about it.

Minimize Fluctuations

Of course I do not mean we can ever insure our economy against all fluctuations; but we can do a great deal to minimize them. And if we don't I doubt that we will have any free enterprise system a generation from now.

We should have learned something, for example, from the recent recession. It was only a small dip, to be sure, but it was a discouraging one, in many ways. And the discouraging thing about it, to me, anyway, was the fact that business action, or lack of action, seems to have contributed more to the dip than any other single factor. Our unwarranted and panicky reductions of inventories caused needless unemployment. And unemployment today must be judged, not so much statistically, but by its psychological effects on men's minds and souls. It is the red flag which can do the business community more damage than all the communist orators in the world.

Obviously there is a limit beyond which no individual businessman can go in placing public interest above the security of his own business, but we need to explore that limit. We haven't nearly found it yet.

There are other points from which we can mount offensives within our businesses and industries. Consider profits. They are a great point of contention today. It is my belief that profit-sharing in some form or other, is one of the best means of preserving the free enterprise system. Every first-grade teacher knows that education is most effective when it involves *participation*. We in business have bemoaned the lack of basic economic knowledge that exists among workers. We urge our employees to increase their efficiency, their productivity; we explain the economics of our system, and the necessity of profits. But, when all is said and done, without profit-sharing in some form, aren't we pretty much wasting our breath?

Employees, after all, do have a stake in the business in which they invest a part or all their working lives. And, after a reasonable return has been paid to stockholders, it is only fair and just that employees share any return beyond that. It is an antiquated concept to draw a profit line — a battle line — of distinction between capital and labor, while giving lip service to "partnership."

Emotional Security

I talked about material security a minute ago. But, there is another aspect of security which businessmen need to examine. And that is the emotional security which all men need. Material prosperity is not enough, and never has been. I recently read a quotation from Dostoevsky, the Russian novelist, that impressed me very much:

"Shower upon man every earthly blessing," he said. "Drown him in a sea of happiness, so that nothing but bubbles of bliss can be seen on the surface; give him economic prosperity such that he should have nothing to do but sleep, eat cakes, and busy himself with the

(Please Turn to Page 31)

PRSA Second Annual Meeting

December 4-6, 1949

Conference Will Develop Theme of Better Understanding Among American Publics and Stress Communications Techniques



AVERELL BROUGHTON, President,
Public Relations Society of
America

J. HANDLY WRIGHT, Chairman,
Board of Directors, Public Relations
Society of America

SAMUEL D. FUSON, Chairman,
Executive Committee, Public
Relations Society of America

DEVELOPING THE THEME "The Second Half Century — The Need for Understanding," the Second Annual Meeting of the Public Relations Society of America will sponsor its three-day conference at the Waldorf-Astoria, New York, December 4, 5, and 6. Heavy representation from the Society's membership, resident in 36 states and territories, and 7 foreign countries, is indicated in the enthusiastic response to session program announcements.

A split registration fee will be offered to enable PRSA members to bring business associates and guests to the meeting's special events. Hospitality service and program attractions are planned for the wives of members at the function.

The first day sessions, Sunday, December 4, will be devoted to meetings of the PRSA Executive Committee and Board of Directors; and at the conclu-

sion of the afternoon meeting a cocktail party reception will be tendered in the Astor Gallery of the Waldorf-Astoria, 5 to 7 P.M. Sunday evening a special period will be devoted to PRSA chapter development and reports from the subsidiary organizations of the PRSA body. It is indicated that at least two new chapters will be greeted at this session, which will be conducted by Nelson Aldrich, Director of Public Relations, Utah Copper Division, Kennecott Copper Corporation, who is Chairman of the PRSA Chapters Committee.

Registration for the conference begins Monday morning, December 5, at 8:30 in the Starlight Roof corridor, with the opening General Session beginning at 10:00.

A nationally known keynote speaker will establish the theme of the meeting—casting up the human relations accounts



HERBERT A. BERGSON, Assistant U. S. Attorney General, Anti-Trust Division



CHARLES E. CARLL, Director of Public Relations, Ford Motor Co.



L. E. JUDD, Director of Public Relations, Goodyear Tire & Rubber Company

for the first half of our Twentieth Century; and projecting the problems and techniques into the second half of the period, beginning 1950.

"The Lag in Business Leadership" is the subject of an address by Professor N. S. B. Gras, Harvard School of Business Administration, and leading historian of the business statesmanship responsibilities in the American economy.

A "Panel of Pioneers," with Pendleton Dudley, New York, as Chairman, and presenting world figures in the public relations profession since early developments of the field, will outline trends in the growth of public relations techniques.

Monday luncheon speaker is General J. Lawton Collins, Chief of Staff, U. S. Army, who will set the theme for a luncheon panel discussion, "Creating a

LEONARD J. FLETCHER,
Community Relations Director,
Caterpillar Tractor Company

CHARLES SAWYER, Secretary of
Commerce, United States of
America

ABBOTT WASHBURN, Director of
Public Services, General Mills,
Inc., Program Chairman, 1949
Annual Meeting



Better Two-Way Understanding between the United States and Peoples of Other Nations." Representatives of the State Department and the Economic Cooperation Administration will also be on this panel. Monday afternoon session will include case history panel discussion representing current public relations projects designed to overcome ignorance. Theme speaker is Father Edward A. Keller, Director of Bureau of Economic Research, Notre Dame University; his subject, "Putting the Public in Public Relations."

Session Chairman, Dr. Claude Robinson, President, Opinion Research Corporation, will handle six 15-minute presentations: (1) The General Electric program of economic education for employees, presented by W. V. Merrihue; (2) the New York Stock Exchange's economic information program, presented by Emil Schram, President of the Exchange; (3) the interpretative plant tour as used by General Foods, presented by W. Howard Chase; (4) explaining the American economic system via institutional advertising, presented by Abbott Washburn, General Mills;

(5) the use of films in overcoming economic ignorance, presented by L. E. Judd, Goodyear Tire Company; and (6) the use of plant publications to tell the economic story (speaker to be announced).

Discussion from the floor and a question and answer period will follow, with Dr. Robinson as moderator.

The Annual Dinner Meeting of the Society Monday evening will be preceded by a reception beginning 6:30 P.M. Besides being the official highlight of the three-day conference, the Dinner will set the stage for the annual presentation of national achievement awards of the Society, with W. Howard Chase, General Foods Corporation, current holder of the 1948 individual honor and Chairman of the PRSA Awards Committee, making presentations.

Speaker of the evening is the U. S. Secretary of Commerce, Charles Sawyer, who has taken as his subject "The Half Century Ahead."

Tuesday morning, December 6th, the conference will divide into four forums, attended by members according to their subject interest: (1) *Bigness* in Busi-

PENDLETON DUDLEY, Senior Partner, Dudley, Anderson & Yutzy, Chairman, PRSA Research Committee



DR. CLAUDE ROBINSON, President, Opinion Research Corporation



DR. JOHN W. STUDEBAKER, Chairman, Editorial Board, Scholastic Magazines





FRANKLYN WALTMAN, General Chairman, 1949 Annual Meeting, Public Relations Society of America



W. HOWARD CHASE, Director of Public Relations, General Foods Corporation, Chairman, PRSA Awards Committee



FR. EDWARD A. KELLER, Director of Bureau of Economic Research, Notre Dame University

ness; Herbert A. Bergson will present the government's policy and objectives; the business point of view will be taken by a representative of industry, to be announced shortly. (2) "Creating A Better Two-Way Understanding between Employees and Management," a panel discussion led by Charles Carll and Dick Roberts of Ford Motor Company, together with other experts in the field. (3) "Creating a Better Understanding in the Plant Community," will be a discussion captained by Leonard J. Fletcher, Community Relations Director, Caterpillar Tractor Company, and comprised of Robert Borth, General Electric Company, and others to be announced. (4) "Creating a Better Understanding Between Industry and Education" will be led by Dr. John W. Studebaker, former U. S. Commissioner of Education, and now Chairman, Editorial Board, *Scholastic Magazines*.

The Tuesday luncheon will present a summation of the Meeting's public relations highlights by W. Howard Chase; and a nationally known speaker will develop the issues facing public relations people in the second half century and

suggest some of the problems and solutions involved.

While all general session and luncheon and dinner meetings of the conference will be open to guests, the Tuesday afternoon PRSA annual business meeting is restricted to members only and will include announcement of election of membership of the Board of Directors for 1950 and election of Society officers, and other business matters to come before the national body.

Registration forms are being mailed to all members, based on the following schedule: general registration which includes all non-meal proceedings, \$15; PRSA Annual Dinner, December 5 (black tie) \$12.50; Tuesday, December 6, luncheon \$5. Advance registrations are urged to expedite handling of conference detail for the accommodation of members, and upon receipt of check at PRSA Headquarters, 525 Lexington Avenue, New York 17, N. Y. tickets, badges and other convention materials will be included in an individual envelope and held at the convention headquarters registration desk to be picked up Monday morning, December 5th.

ANNOUNCING



PROFESSOR N. S. B. GRAS,
Harvard School of Business
Administration



GENERAL J. LAWTON COLLINS,
Chief of Staff, U. S. Army



EMIL SCHRAM, President,
New York Stock Exchange

NATIONAL LEADERS who will appear on the program of the Second Annual PRSA Meeting at the Waldorf-Astoria, New York, December 5, include Professor Gras, leading student of the rise of business statesmanship, who will address the opening general session on "The Lag in Business Leadership;" General Collins, featured Monday luncheon speaker who will focus attention of the conference on "Creating a Better Two-Way Understanding between the United States and Peoples of Other Nations." Mr. Schram will appear on a panel discussion reporting on projects designed to overcome American economic ignorance. He will describe the economic information program of the New York Stock Exchange in a forum which includes six other PR "case historians."

A PRACTICAL SESSION IN PUBLIC RELATIONS METHODS FOR PRSA MEMBERS AND THEIR GUESTS, ASSOCIATES AND FRIENDS IN BUSINESS, EDUCATION, HEALTH AND WELFARE, GOVERNMENT AND RELATED INTERESTS

- The first fifty years of PR
- Panel of pioneers
- The next 50 years
- Workshop Sessions: economic education; institutional advertising; films; plant publications; financial education; plant tours
- International PR
- Forums on "Understanding": business and government (*bigness* in business); employees and management; plant-community relationships; industry and education



THE SECOND ANNUAL MEETING PUBLIC RELATIONS SOCIETY OF AMERICA

DECEMBER 4-6, 1949

WALDORF-ASTORIA, NEW YORK CITY

"The Second Half Century — *The Need For Understanding*"

GENERAL SESSIONS with leading national speakers. Workshop forums and panels featuring common and uncommon problems in public relations practice, pointed up with case history discussion.

- PRSA Annual Dinner, with national awards
- PRSA Annual Business Meeting
- Board and Officer Elections

FRANKLYN WALTMAN, General Chairman
Second Annual Meeting
Public Relations Society of America
525 Lexington Avenue
New York 17, N. Y.

Fund Raising in the Community

By ERNEST H. EDINGER

Tamblyn and Brown, Inc., New York City

DURING the last three and one half decades, starting with the first World War, raising funds for non-profit organizations has become big business. In the aggregate the amount raised has soared into billions of dollars.

Voluntary giving, in that period of time, has come to be an important factor in the civic life of the American people. Funds have been made available for all manner or projects and programs of vital concern to Mr. and Mrs. John Q. Public. Nearly always these projects and programs are concerned with the betterment of conditions for the majority of persons.

Some campaigns for funds are for capital amounts to erect buildings and house a program; some are for endowment to insure the continuance of a program already in operation.

Still others are for maintenance of a program on an annual basis. In this latter class would be included all of the Community Chest appeals, American Red Cross, and health and welfare movements on nation-wide and local community levels. There are numerous campaigns for emergency relief of starving and unfortunate races of people who have been the victims of war abroad or of earth-shaking disaster.

What has been accomplished in fund raising and why it has been undertaken are well understood. No discussion of the philosophy of philanthropy is needed; that is now accepted as part of the American way of life. It is ingrained as a part of us. We would resent any encroachment upon it, from within or without. There is little likelihood that government would ever attempt to take

it over. On the contrary, government encourages the spirit of giving. The President annually launches the combined Community Chest appeal. A sizeable deduction for philanthropic giving is permitted in figuring one's annual income tax. The deduction, fifteen per cent, is larger than the tithe concept that has been preached and practiced for centuries.

The "how" of fund raising is of more immediate concern than either the what or why. Sooner or later almost everyone will be called upon to play a role in the deliberations or councils of a fund raising effort for an enterprise with which he is associated, or will be asked to serve as a volunteer worker.

There is a simple formula of organization for raising funds. It is "to ask enough people to ask a lot of other people to ask for money." It is that simple. It is also that difficult.

Organization — and that involves a lot of planning, a lot of execution, a lot of hard work — is indispensable to success in achieving the objective. The amount of organization work to be done will vary with the size of the objective. A specific sum, for example, \$50,000, will present a problem of one size in a city of a million population and a problem of far different magnitude in a community of five thousand individuals.

Any objective can be attained if three vital factors are in accord. First and foremost, there must be a real need for the funds that are sought. The asking must never be for "frills" and luxuries, but for real necessities. A case in point would be a small college seeking funds to build a gymnasium. If the amount

sought were based on plans to build a structure that would rival the huge counterparts at the larger state or private universities, the undertaking would be foredoomed to failure. The immediate constituency, the alumni, together with all the friends of liberal education whom it might be expected to approach, would decry the absurdity of the request.

The second factor necessary for success is that the record of the institution seeking the funds be clean. In the case of the same small college, that would mean there must be no history of scandal connected with the campus life among faculty, students or trustees, no absconding with funds, no tint of communism among the professors, or the like.

The third factor, and perhaps neither the last nor least, is that the goal sought must be a realistic one for the community, large or small, that makes up the constituency. A goal of one million dollars in a small village, for example, that cannot boast of any wealthy or well-to-do persons, would prove an exaggerated instance of the third factor being out of line.

Caliber of Leadership

Some point to a fourth factor that ought to be taken into consideration in calculating the chances for success of any proposed campaign: that is the caliber of the leadership available. If the right leaders can be interested in sparking the cause, success is far more likely than otherwise. Without adequate leadership the most worthy cause will fail of support.

Concrete examples of the value of competent leadership are at hand constantly. We have all noted that, time after time, two cities of almost identical population, employment and statistical wealth will be far apart in the results

obtained in a national campaign of equal importance to both communities. With identical quotas one city will top the goal while the other will fall far short. In such instances quality of leadership is frequently the answer.

Endorsement of Program

A project or program may have a limited constituency or it may be of interest to the entire community. A new building for a church, for example, would be of primary interest only to the members of the particular congregation. The interest to the community at large would be only secondary.

On the other hand, a proposal to construct a hospital or a community center as a living memorial to those who lost their lives in the Second World War, would have a claim on the interests of all the citizens. It would take some little time to get a campaign for such funds under way. The idea might possibly start with some prominent citizen who would talk it over with his friends, neighbors and business acquaintances and perhaps his pastor. The initial talks would ultimately develop into an informal and finally a regular committee meeting of prominent citizens. A chairman would be selected and committees appointed or perhaps elected by the group to investigate all the aspects of the undertaking. News of the activities would be given to the local press. This would be the beginning of a public relations program. The release of stories would serve the double purpose of acquainting the general public with the proposal and at the same time serve as a means of testing public reaction to the idea.

If, as might be expected, responsible citizens reacted favorably to the proposal, it would be in order to form a Board of Directors or Trustees, elect officers, and consult or employ an archi-

tect to determine possible costs, having first determined the extent of the need, shortage of beds in the community, if a hospital is visualized, or present lack of recreational facilities in the city parks, if a recreation or community center is proposed. The size of the need would determine the amount of the goal. Careful study would indicate whether the goal is a realistic one, well within the giving capacity of the community. This calls for mature deliberation even in an era which sees the national income crowding the two hundred billion dollar figure.

Timing the Appeals

Long before a public announcement of a campaign is made, there must be care and thought given to the timing of an appeal for funds. The early publicity must be general before it becomes specific as to dates and details of program. The more careful the advance planning, the better the chances for ultimate success.

Frequently the campaign chairman is selected far in advance of the actual campaign. The chairman, in turn, carefully selects his chief aides, often meeting with many refusals and turn-downs in the process, and holds many conferences during a period of weeks or perhaps months. Preliminary work is divided among several committees. One committee will be charged with responsibility for publicity and public relations, another with compiling lists of prospective contributors, one with recruiting and training speakers, still another with arranging special events, and one with the all important task of recruiting solicitors for gifts. Each of the committees will, in most instances, have to divide into still smaller sub-committees to get all the necessary work done.

Under publicity there is responsibility to get information out through the press,

radio, television, house organs, and of course through special campaign literature. Advertising might be a consideration, not necessarily paid advertising, but enlistment of merchants to include the project in their own regular advertising.

The committee charged with compiling lists of prospects must "rate" or "key" the cards as to potential size of gifts that might be expected, based upon previous gifts to other programs by the prospective contributors. Prospective donors, capable of giving really substantial amounts, must be cultivated in advance of the campaign. For many years it was expected that from half to three quarters of the goal sought would be raised in advance of the general campaign by quiet solicitation of a relatively few wealthy prospects. In late years, with heavy income taxes leveling out incomes and with the general increase in income among the general wage earners, the old formula has become subject to change. Today it is rare that more than one quarter of the goal in a campaign is realized in advance through special, initial or advance gifts.

Speakers Committee

The speakers committee has an important task to perform. Speakers must be chosen with care and trained with patience, so as to be able to speak for short or long periods before all kinds of groups. Poorly trained speakers can hurt the most deserving enterprise. On the other hand, inspired speakers can stimulate enthusiasm, and turn a money raising program into what might almost be termed a holy crusade. An arresting phrase, a deftly turned word or newly coined slogan at the conclusion of each talk can exert a powerful influence.

Special events have an appeal if they are properly prepared. Parades are no longer the lure they once were but an

"At-Home Day" or "Visiting Day," as the case may be, will attract crowds and stimulate interest.

The committee whose task it is to enlist campaign workers or solicitors, has a bigger job now than ever before in the history of fund raising. Nearly every citizen has been called upon to work in a campaign and many of them are "gun shy" now. The glamour has worn off and modern life has become so complicated that there are more and more demands upon everyone's time. More people have to be asked to serve — and usually are.

The Solicitors

After enormous quantities of "blood, sweat and tears" have been shed, the desired number of solicitors can finally be enlisted. More workers are needed than ever before because the average solicitor, to get the best results, should not be asked to solicit more than five or seven persons. In the old days many workers would cheerfully undertake to call upon fifteen or twenty persons. One technique works with as much if not more success than before. You can almost always count upon enlisting the services of a person who is under obligation of one kind or another to you or a person who you are certain is going to call upon you for a favor, in other words application of the old "*quid pro quo*" adage.

Following completion of all preparation, the campaign is launched at a "kick-off" meeting, lunch or dinner with the fanfare with which we are all familiar. The intensive period of the campaign, from one week to two weeks in duration — for the best results — is the most interesting. It is, of course, the fruitful period if the preparation has been thorough and successful. During the intensive period there are announcements from the pulpits, daily stories in the press, speakers at luncheon and civic clubs, report meetings, dinners, compe-

tion between divisions to meet quotas, competition between women's and men's groups, between management and labor, between professions and even between fraternal orders. Ladies with coin cans add color to the lobbies of banks and theatres and there is often a "Tag Day" as a clean-up effort.

If the work of cultivating and canvassing all prospects has been well done, through a business or commerce and industry division, professional divisions, and residence or house-to-house canvass, the outcome is likely to be successful, barring a war or major business recession. But the planning must be good and the execution perfect. The chairman and the director, whether the latter is a volunteer or a professionally trained paid worker, must employ good psychology. Just as in consummating a business contract, which calls for the "meeting of two minds," the right solicitor and the right prospect must be brought together.

Quid Pro Quo

The best gifts, as in the case of recruiting workers, are obtained on the "*quid pro quo*" basis. The maximum in funds is raised by the man or woman who calls upon the man or woman who, he has reason to expect, will respond to him, or from whom he expects in turn to be called upon in like manner. It is never good psychology to send an employee after an employer's gift. The employer, on the other hand, can well solicit the employee and the proprietor of one business can solicit the proprietor of another business. There are, however, no hard and fast rules. The present ticklish relations between capital and labor has changed much that was different only a few short years ago.

The completion of the intensive campaign is not the end of the story. All gifts must be acknowledged, individual-

ly and collectively. It is important to continue the good will that has been built up by the campaign. Reports on progress of the program and expenditure of the funds should be given periodically. This will lay the ground work for continuing support, if that be needed, and it frequently is needed. It is all essential in annual maintenance campaigns.

If the campaign has failed, a careful analysis is in order. Perhaps mistakes

can be remedied and the fund-raising effort either continued or resumed after an interval. Assuming that the project had merit, the fault lay in lack of leadership or lack of execution of the plan, which amounts to the same thing. The effort should be prolonged until everyone has been given opportunity to say "yes" or "no" to the appeal. When that has been done, the case has gone to the jury and you must be content to abide by the final verdict.

Dr. Livingstone, I Presume!

THE DISCOVERY of tigers in Africa by the Public Relations Department of the Colonial Development Corporation has caused some more disrespectful hilarity at the expense of Whitehall's hard-working purveyors of information. They are also criticised for representing a journey along a major road from a port with "a bank, a hotel, a club, a golf course, churches and the other appurtenances of civilisation" as an adventurous plunge "through lion and elephant country over an almost non-existent track into the heart of Africa." But the sentiment of the public will surely warm to these flights of fancy and justify their authors against the censures of their ungenerous critics. If we are going to have a Colonial Development Corporation and to spend our national wealth on the development of Africa, let us at least have some return for our money in poetry and romance.

What does it matter whether *felis tigris* is actually to be found on the soil of Africa or whether it haunts only the remoter East? Let Africa have its tigers; they are more acceptable to the imagination than the "appurtenances of civilisation" now to be found all the way from the Cape to Cairo. Let the Dark Continent be dark once more; let the bold explorer seek again the sources of the Nile or follow the rumour of King Solomon's mines into the unknown lands beyond the mountains. The public relations officers of the Colonial Development Corporation have judged correctly what the public wants; they know that it would hear of elephants and savages and primeval forests, and takes no pleasure in learning that the literacy rate has been raised two per cent among the Banyankole or that the federated trade unions of the Congo Pygmies have applied for membership of the WFTU.

Nor is there any reason why the new romantic vein in Whitehall public relations should be confined to Africa. It might well be extended to home affairs and help to glamorise activities of civil servants which may otherwise seem dull and prosaic. Surely it would increase the news value of our state administration if we were to hear from a hand-out of the Ministry of Health that one of its officials had just completed a journey from Bournemouth into the heart of Wiltshire through the fox and badger country of the New Forest, where garage attendants have to arm themselves with spanners to keep off the bears. The nation pays a lot to its PRO's; it has a right to expect from them occasional peeps through magic casements into faery lands forlorn.

—London Economist — Aug. 13, 1949

THE WEATHERVANE

By
GEORGE DICKSON SKINNER

BIRD'S-EYE VIEW

PUBLIC RELATIONS is more than a function of top management; it is also a job.

Much has been written about the policy aspect of public relations. Emphasis has been given to the principle that public relations must begin at the policy-making level and must count on constant support from that level. I think most of such writing has been sound; I've done some of it myself.

Now, however, there are signs that emphasis on that aspect of public relations is distorting the picture in ways that make trouble.

The Parts of the Pattern

It is making trouble for the Public Relations Society of America. Some members have expressed the feeling that the Society is concerned only with business corporations and that its interests are not broad enough to include, for example, the work of non-profit service organizations. Others who are not members seem to find more in common with specialized groups although they are eligible for the Society.

The "top-management" talk is not the only reason for these attitudes, but it epitomizes what seems to me the basic reason. That is the failure to keep the whole public relations field in view whenever the term is used — the policy part of the field and also the job part — and to understand the common problems and common interests which bind the whole field into the pattern of a single profession.

That failure runs all through the profession and is even more rampant outside. Those of us who work for industry make a serious mistake in overlooking the basic similarity of the professional problems faced by non-profit organizations and the things that their experience can teach industry. But public relations people outside of industry make the same mistake. "Top management" and "policy-making level" and such phrases are most often applied to business, but the ideas they represent have the same validity for a charity or a college.

We all deal professionally with public opinion whether it relates to a corporation, a product, a hospital or a philosophy. A physician may head a mission college in Africa, run his own office on Park Avenue or serve a sanitarium. He still deals with the same bones and bugs — and has the same professional recognition.

Distorted Map

This failure to see the whole field in right perspective holds a potential danger more serious than its effect on the Public Relations Society alone. It puts both practitioners and clients in the position of men trying to follow a road on a distorted map.

The effect on the Society cannot be minimized. The Society can give form to the profession, direction and development to its work. But that work is bigger than the Society. It will go on regardless of any organization of public relations

people. With a weak Society or none, its development will be hampered but there will be public relations work because it is a social and economic necessity of our time.

The worst danger in a patch-work view of the field is that it can reduce the effectiveness of the work itself. It does so now in the not infrequent cases where the policy aspect is separated from the rest — as if you had an orchestra in one concert hall and the conductor in another.

A well-known independent counsel recently said he believes that the day is passing for this type of operation, that public relations work will be done more and more by "company men." I think he is wrong; both the independent counsel and the company men are needed and always will be. But so far as that need is not recognized, it is because the full scope of the field is not seen.

Employee publications and product publicity, the annual report and an open house for the plant community are all products of the public relations field. The people who work on them are — or should be — public relations people, employed and recognized as such. Only so can their work be co-ordinated for maximum results. And only so can public relations aspects be well analyzed and dealt with in any major policy de-

cision. The textile industry has recently offered notable examples both of failure and of success in this sort of co-ordination.

The principle applies to all public relations work, not just to industry. Change the terms to apply to the contributors, the personnel and the beneficiaries of a great social service and the statement will be just as true.

Need for Perspective

Public relations people have stressed the management and policy aspects of their work in the effort to get it established on a sound basis. In doing so, they have played into the hands of business men of Victorian vintage who say this whole new-fangled idea is nothing more than good business practice. Fortunately, that vintage is growing rare. Unfortunately, the "management" talk has made worse trouble among public relations people themselves.

Few of us can claim a practice that regularly covers the whole field. Inevitably we spend most of our time in some more or less specialized corner. But for the development of our own work, of the profession and of the Public Relations Society, it is important that we see the whole picture with an accurate perspective on all its different parts.

WANTED...

Public Relations Journals

November 1945

March 1946

August 1946

Write: Public Relations Society of America, 525 Lexington Ave., N. Y. 17, N. Y.

Book Reviews

ENTERPRISE IN A FREE SOCIETY

Reviewed by Samuel G. Atkinson, Instructor in American Enterprise, Boston University, School of Public Relations.

HERE IS AN AMBITIOUS, painstaking portrait of the American business economy, with a thorough analysis of the forces that have made it blossom and thrive. The author, who is Professor of Business Economics at the University of Michigan, has approached his subject with a practical, realistic attitude which will appeal to the individual active in industry or commerce. Abstract theory takes a definitely secondary role in this book — instead, the emphasis is on present-day conditions and the economic and philosophical climate that has caused them.

Enterprise In A Free Society is divided into three parts. The first describes the drives behind and the incentives for continuing expansion in our capitalistic system. It underlines the absolute necessity that this growth be maintained. The enterprisers who provide the dynamic force in our business society need an attitude of understanding — or at least of non-hostility — on the part of the public and a government policy that does not run counter to their aspirations. With this favorable background, the natural forces that motivate business management — such as the profit reward for risk-taking, the competitive instinct, the desire for social approval — will insure the expanding economy so vital to our prosperity and our yearning for freedom of action.

In the second part of his book, Professor Griffin discusses the environmental factors affecting the exercise of enterprise in the United States. Of particular value is his stress on the mutual inter-

ests of economic groups — especially as applied to labor-management relationships. Business and political leaders would do well to go over the many common grounds that these important segments of the population share and to emphasize them in their policy-making.

So much for the first two parts of Professor Griffin's timely volume. If any criticism is to be raised, it should be made at this point. It is simply this: The author for the sake of thorough treatment of his admittedly complex subject has sacrificed brevity. And it is unfortunately true that the audience which should be reached by a work of this nature is probably too busy to devote the attention it deserves. Business managers, labor leaders, politicians in general cannot afford the time that the five hundred pages of these two sections consume. One wonders if the author was primarily addressing his thoughts to university students rather than those already embarked on their careers.

The above, however, is definitely *not* applicable to the final part of *Enterprise In A Free Society*. For businessmen, and those engaged in public relations particularly — Professor Griffin's delineation of a working philosophy soundly based on his examination of the many factors affecting U. S. enterprise is "must" reading. In effect he brings up to date the traditional philosophy of liberalism — not to be confused with the currently popular devotion to the "Welfare State" line of thinking. Striking an intelligent and appealing balance between the rights and prerogatives of the individual and the State's part in attempting to achieve security for society as a whole, the author makes a valuable contribution. In these fast-moving times,

it is difficult to keep one's eye on ultimate goals. But by examining Professor Griffin's workable philosophy, the reader is given in clear view social objectives for which he can strive without hesitation. (*ENTERPRISE IN A FREE SOCIETY*, by *Clare E. Griffin*. Richard D. Irwin, Inc. 573 pp. — \$5.00.)

THE TWENTIETH CENTURY

In *The Twentieth Century* Dr. Hans Kohn supplies a splendid guide for understanding our times and our civilization and political thought. He makes clear the challenge to western civilization. He gives us a history and analysis of the powerful ideas that are making, or destroying, it. He presents a "balance sheet" of the last fifty years, placing in clear perspective the powerful ideas battling for creation or destruction — nationalism and pacifism, racialism and imperialism, communism and fascism, individualism and collectivism, isolationism and world order. (*THE TWENTIETH CENTURY*, by *Hans Kohn*. The Macmillan Company, 242 pp. + IX — \$2.50.)

STABILITY

Mr. Dessauer's book tells us what *stability* means to men, and how it is expressed in government, in economics, in international politics, and in other fields where *stability* and *progress* are fighting their crucial battle. The ideal of progress, according to Dessauer, has been dominant in the West for nearly two centuries; now it is in decline. "Whatever people say, their actions prove that progress appears to them doubtful and stability preferable to change." Dessauer analyzes the factors

affecting stability and the techniques which may be used by governments or other organizations to achieve it. (*STABILITY* by *F. E. Dessauer*. The Macmillan Company, 273 pp. + VIII — \$3.50.)

THE ART OF READABLE WRITING

As unconventional as *The Art of Plain Talk*, and as valuable. To the public relations worker whose writing must be *readable* and *understandable* it offers much of great value . . . and a number of formulae of questionable worth. (*THE ART OF READABLE WRITING* by *Rudolf Flesch*. Harper and Brothers, 237 pp. + XIV — \$3.00.)

THE SUPERVISOR'S MANAGEMENT GUIDE

Presents case histories and discussions of successful supervisory programs and techniques developed by companies in all types of industry. Twenty chapters cover the basic principles of sound human relations, supervisory attitudes and practices and their effects on worker morale and productivity. (*SUPERVISOR'S MANAGEMENT GUIDE*, edited by *M. Joseph Dooher* and *Vivienne Marquis*. American Management Association. 190 pages — \$3.50.)

DICTIONARY OF ECONOMICS

As its name would imply, this volume is a compilation of economic terms and their definitions. A valuable addition to the library of one concerned with interpreting the American economic system and its terminology. (*A DICTIONARY OF ECONOMICS* by *Harold S. Sloan* and *Arnold J. Zurcher*. Barnes and Noble, Inc. 268 pp. + VIII — \$3.00.)



Industry's New Responsibility

(Continued from Page 15)

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continuation of his species; and even then, out of sheer ingratitude, sheer spite, man would play you some nasty trick . . . simply to prove to himself — as though that were necessary — that men are still men and not the keys of a piano."

Translated into practical terms, this means we, particularly in our larger business units, must find more effective ways of treating our employees as individuals — with as much basic dignity and integrity as we have. They must be dealt with frankly, honestly, sympathetically and fairly, and they must have individual recognition in every way possible.

Foundation of Good Human Relations

I have always believed that the foundation of good human relations must be faith — faith that human beings, by and large, will respond in kind to fair and sympathetic treatment. We certainly know that human beings are motivated by what they feel, and no one is likely to feel right and cooperate unless he is in an atmosphere of sincerity, human warmth and fair play. The farther away we get from the people on whom we must depend, the greater must be our effort to create and convey that atmosphere, because it is the only climate in which the human soul thrives and grows.

Business needs to get off the defensive and to take the offensive on a broad and political front. It needs to associate itself with the legitimate aims of society as a whole. This does not mean we can or should sponsor every scheme for welfare and security that comes along. We can't. But we can effectively oppose those things which are unsound only if we have associated ourselves with some

of the "good" things, and "good" objectives.

Must Provide

We can regain public approval only if we speak in an affirmative voice once in a while. We must realize that socialism, whether it be the tyrannical Stalinist variety or the benevolent English variety, is not the result of the diabolical scheming of power-hungry men, but of fast human needs. We are right in holding that if these needs are met through socialism, the eventual cost will be a lowered standard of living and the loss of personal liberty. But we are wrong in providing so little to meet these needs in our free enterprise system.

Several years ago Walter Lippmann analyzed the position of the American businessman. He cited de Tocqueville's study of the English and French societies of a century ago. The French statesman had concluded that British aristocracy survived at that time because its members had accepted large responsibilities in return for the privilege of governing, while the French nobility had fallen because it couldn't bring itself to give up its special consideration and immunities. Lippmann said U. S. business was faced with the same alternatives today, and that it would survive or fall, depending on the choice it made. The great danger to us all, he said, was that American business would make the same mistake as the nobility of France — that it would brood over its grievances, lost prerogatives, and diminishing immunities, instead of concentrating on the commanding position it held in national and world affairs.

Lippmann did not mean, of course, that we are an aristocracy of class. But he did mean that we hold a comparable

position of power and responsibility. He did mean, as that great contemporary historian, Toynbee, has pointed out, that unless there is a dynamic leadership to meet the challenge and the ever-changing needs of an evolving society, that society and all that goes with it will collapse.

As never before, people are expressing their deep human urge for security, recognition, and inner satisfaction — as well as for material gains. Many of these urges are in conflict. In the very nature of progress, there must be disappointment in the ability to attain all of them. But it is management's job today to help in the attainment to the maximum degree. As well as to keep the disappointment from being fanned into frustration by misinformation and exploitation.

I lay no claim to be presenting anything new. I am merely emphasizing, in my own way, a new sense of business responsibility which has been growing under the leadership of a group of outstanding business statesmen — such men as Clarence Francis of General Foods, Senator Ralph Flanders, Paul Hoffman of Studebaker, Hiland Batcheller of Allegheny Ludlum, Charles E. Wilson of General Electric, Harry Bullis of General Mills, Fowler McCormick of International Harvester, Marion Folsom of Eastman Kodak, — to mention just a few whose names come to mind.

If more of us accept the long range philosophy of such men, I think the end result will surprise all of us. For many businessmen are just as susceptible to new concepts as a woman is to a new hat — provided the right people seem to be wearing that style — and the right people are!

We in management must accept social responsibilities, just as they are accepted by educators, the clergy, and leaders in government, labor and the other professions. We must use our tremendous potential leadership and influence for the public good, not only in our relationships with employees, but with our communities, our nation and the world. It will cost us money and time. But if we question that it is worth the price, we should re-read the parable about bread cast upon water.

Industrialism has changed the face of society, and it will change it even more in the years to come. The final form it will take is not yet visible to us, but we, the leaders of business and industry, by our action and inaction, will be the major factor in shaping it. It is up to us whether we shall have a society of free people, with a high standard of material and cultural living, or whether we shall have a slave society, which provides only a drab and dubious security.

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LETTERS

TO THE EDITOR

Letters to the Editor should be addressed to:
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711 BOYLSTON STREET, BOSTON, MASS.

THE ESSENCE OF GOOD P.R.

To the Editor:

"The tenuous lifeline of corporations traced by Raymond W. Miller (*PR Journal*, Oct. '49) points up a very interesting problem for that unnatural individual known as the corporate entity. Obviously Mr. Miller is completely of the opinion that a corporation, because of its ability to perform necessary services to the welfare of the nation, is entitled to legal consideration and protection as an individual. I would not quarrel too strongly with that viewpoint. However, that favored position can only obtain so long as the corporation, acting as a person, takes the human quality of sympathetic understanding toward naturally born persons. This it can only do through the attitude of the men who direct its course. The approach to this end is the essence of good corporate public relations."

JOHN C. DAVIS
Farm Editor

Cleveland Plain Dealer
Cleveland, Ohio

* * *

To the Editor:

"The two justices who dissented in the landmark opinion discussed by Dr. Miller cannot in reality be termed more than laymen and it is well known that neither of them had any important legal experience before being elevated to the High Court. I deduce their opinions in the case savor of politics and are intended to make an appeal to certain minorities not interested in the welfare of their Nation. Personally, I consider the dissenting opinion assinine from the standpoint of American history, American economics and American jurisprudence. But the opinion, ignorant as it is, is a warning to our corporations in that such ideas may gain ground among politicians . . . should cause corporate public relations counsel and management to take notice that they should put and keep their houses in order . . ."

HERBERT R. GROSSMAN
Attorney at Law

Washington 1, D. C.

To the Editor:

". . . the case cited by Dr. Miller should jolt top-management men from a complacent position that too many have held for too long a time. It should make it easier for PR counsel to point out that unless a corporation acts in a manner becoming to a natural person of good repute it may soon lose a valuable right . . ."

WILLIAM A. NIELANDER
Chairman, Dept. of Marketing
and Management

Hofstra College
Hempstead, L. I.

* * *

MISSED A MAJOR ISSUE

To the Editor:

"Dr. Harlow's article 'Public Relations at the Board of Directors Level' courageously puts the spotlight on management error in a vital particular. But hasn't he missed a major issue? The quoted critic mentioned ' . . . two or three of the biggest men in the country sitting on our board.' Certainly these personalities represent a source of prestige for the company involved but are they necessarily the best public relations approach? 'Bigness' of both companies and men is one of the targets of business critics. . . . Does the small stockholder feel that he is adequately represented by these 'big' men. Would it not be the essence of good public relations to have one of the typical small shareholders on the board? He would not only speak for other small owners but represent John Q. Public as well — the consumer, the employee and the man on the street. The point of view could be invaluable to management."

ROBERT NATHANS
Vice President

Sheldon, Morse, Hutchins and Easton, Inc.
New York City

MUST MEND OUR WAYS

To the Editor:

"... the sloppy editing that permitted Walt Disney's 'Fantasia' to become 'Phantasia' . . . should not be tolerated . . ."

R.H.B.

New York City

Ed: It's good to get a letter — occasionally — that pulls us up short. We're sorry that such errors occur. Sorry too for the typos that seem to get by all too frequently. In this case the proofreader followed author's copy. We will catch it next time, we hope.

PRACTICAL

To the Editor:

"Noted with interest the article on 'Let's Look At Pictures.' It's good to see such practical articles in the *Journal*."

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—CRAWFORD H. GREENEWALT, President
E. I. duPont de Nemours and Company,
before the National Press Club, Sep-
tember 29, 1949

**STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION,
ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912,
AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946,**
of The Public Relations Journal, published monthly at New York, N. Y., for
October 1, 1949.

**STATE OF NEW YORK { ss.
COUNTY OF NEW YORK }**

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Agnes V. Marr, who, having been duly sworn according to law, deposes and says that she is the Assistant Editor of the Public Relations Journal and that the following is, to the best of her knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the act of August 24, 1912, as amended by the acts of March 3, 1933, and July 2, 1946 (section 537, Postal Laws and Regulations), to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17, N. Y.; Editor, Virgil L. Rankin, 525 Lexington Avenue, New York 17, N. Y.; Assistant Editor, Agnes V. Marr, 525 Lexington Avenue, New York 17, N. Y.; Business Manager, none.

2. That the owner is: Public Relations Society of America, Inc., a non-profit membership organization incorporated under the laws of the State of New York. Officers are: J. Handly Wright, Chairman of the Board, 1700 South Second Street, St. Louis, Mo.; Averell Broughton, President, 580 Fifth Avenue, New York City; Robert L. Bliss, Executive Director, 525 Lexington Avenue, New York City; Nelson Aldrich, Vice President, 717 Kearns Building, Salt Lake City, Utah; Maxwell E. Benson, Vice President, 111 7th Avenue, North, Nashville, Tennessee; John P. Broderick, Vice President, 120 Broadway, New York City; William R. Harshe, Vice President, 8 South Dearborn Street, Chicago, Illinois; Lee Trenholm, Vice President, 388 University Avenue, Toronto, Canada; Frederick Bowes, Jr., Treasurer, Walnut and Pacific Streets, Stamford, Connecticut; Richard B. Hall, Secretary, 1101 Vermont Avenue, N. W., Washington, D. C.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: none.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said, stock, bonds, or other securities than as so stated by him.

Sworn to and subscribed before me this 14th day of September, 1949. (Seal)
Gertrude M. Reimer, Notary Public.

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